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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

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MEMORANDUM FOR: See Distribution

SUBJECT: Forthcoming Intelligence Community Staff Post-Mortem Study of the Role of Intelligence During the Cyprus Crisis

1. The Director of Central Intelligence wishes the Intelligence Community Staff to undertake a post-mortem examination of the interaction between the community and its customers during the Cyprus crisis of 1974. Emphasis in this study will thus be placed on procedures and, broadly speaking, communications, rather than--as in the past--on the community's performance per se.

2. The Cyprus crisis has been handled by policy makers in ways which may have departed from conventional procedures. Specifically, as a consequence of the way events actually unfolded during the crisis--inter alia, with sudden shifts and turns--and of the way US officials dealt with those events--rapidly, and ofttimes on the telephone with crisis principals--the community was perhaps not always able to make as effective a contribution to the policy-making process as it might have wished.

3. This is not to criticize the community's performance, which, in fact, has not been found wanting by the DCI or the consumers. It is, rather, to suggest that, if the Cyprus experience indeed presages similar unconventional procedures in future crises, the community faces some difficult questions. In the present instance, for example:

--How well did the community remain aware of US moves during the Cyprus crisis, especially those which may have impinged on the intelligence function?

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--How well were the interests of policy makers served during this rapidly breaking crisis? What form of community product or presentation served most effectively?

--What changes in community products and procedures would improve the ability of the community to interact with the policy-making establishment during crises?

4. The post-mortem study thus must review the policy-making process as it developed during the Cyprus crisis (beginning in early July and ending on a date to be determined), assess the community's role in that process, and, finally, seek and propose solutions to any problems uncovered in the review.

5. We ask your cooperation with Intelligence Community Staff interviewers should they seek assistance from your agency or office during the next several weeks.

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Daniel O. Graham
Lieutenant General, USA
Deputy to the DCI for the
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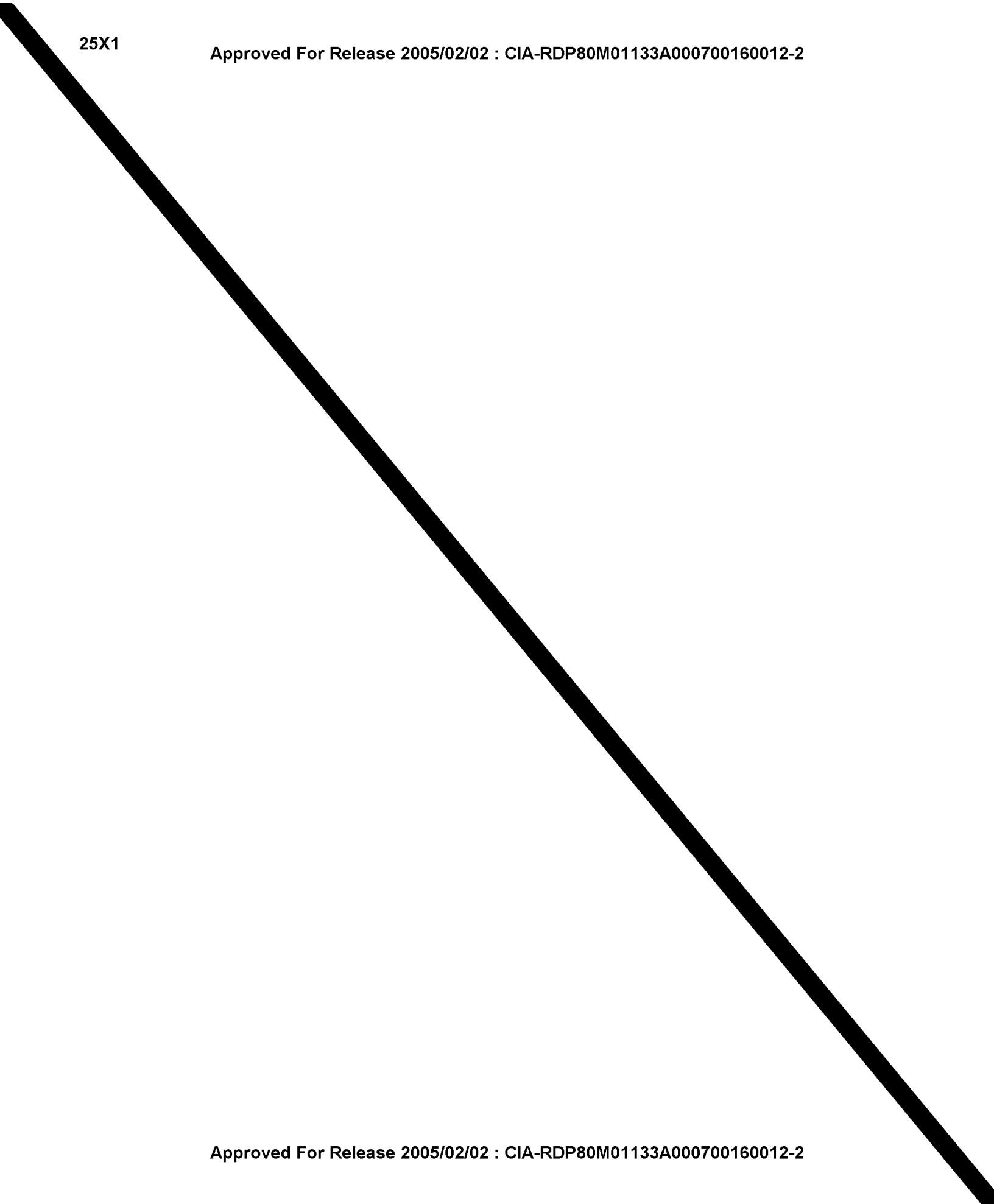

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